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ANNUAL ACCOUNTABILITY REPORT

Fiscal Year 2002 – 2003

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July 1, 2002 – June 30, 2003

Date Submitted: September 15, 2003

Accountability Report Transmittal Form

Agency Name South Carolina State University

Date of Submission September 15, 2003

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I. EXECUTIVE SUMMARY

The 1890 Evans-Allen Research land-grant mission is to provide seed-based funding to faculty, staff and students to become engaged in organized research efforts/opportunities to build the research resource capacity of the institution to address problems and issues of concern to limited-resource stakeholders or clientele. The 1890 Cooperative Extension Program delivers research-based programs and activities to help stakeholders and clientele to enhance their quality of living and be better able to respond to environmental changes.

The strategic goals for 1890 Research and Extension were developed based on the five national goals established in the Cooperative State Research Education and Extension Service (CSREES) Agency Strategic Plan and aligned to the five national goals within the Research, Education and Economics (REE) Mission Area of the U.S. Department of Agriculture. The national goals consist of (1) An agricultural system that is highly competitive in the global economy; (2) A safe and secure food system; (3) A healthy, well-nourished population; (4) Greater harmony between agriculture and the environment; and (5) Enhanced economic opportunity and quality of life for Americans.

The 1890 Research and Extension Program of South Carolina State University has been at the forefront of agriculture and rural research issues that affect rural limited resource individuals. The 1890 Research and Extension Program is organized into several areas that coincide with the five national USDA goals: (1) agriculture and production systems; (2) youth and family development; (3) Rural life and rural opportunities, and (4) environmental, health and human nutrition.

The future goals for Research and Extension include the following:

1. Place more emphasis on the management of Research projects and Extension programs and activities.
2. Develop expanded emphasis on grant development to support Extension outreach programs and activities.
3. Explore and develop more collaborative partnerships within and outside of the university, with particular focus on non-land grant partners, instructors, community development agencies, etc., who have shared vision with the 1890 vision related to resource capacity building and shared program implementation.
4. Strengthen research collaboration across departments and disciplines and encourage the development of an international component to research, teaching, and extension programming.

5. Become more involved in developing a paraprofessional staff base that includes the development of clientele skills to assist in program delivery within communities.
6. Strengthen strategic planning preparation of extension agents and outreach staff in the delivery of programs based upon environmental screening relative to GIS enhancements.
7. Increase Extension presence in Service County Cluster areas by building in four cluster sites a community center office complex that has the space capabilities to engage clientele and communities with an array of on-site programs, projects and activities.
8. Help academic areas develop new and innovative programming, degree and non-degree, in strengthening the promotion of the land grant philosophy of the University through increased research opportunities and program development in Extension.
9. Expand professional development training for Research and Extension staff; thereby, strengthening the skill and expertise base for program delivery.
10. Establish niche areas in Research and Extension for program development to highlight strength of Research and Extension programming within the University.

Some of the barriers that may affect South Carolina State University's (SCSU's) success in fulfilling its mission and achieving its strategic goals are (1) limiting student internships for engaging in Research and Extension programming, (2) cannot utilize the paraprofessional base that we would like to incorporate into the Extension Programs, (3) hinders program delivery within counties, and (4) be unable to update facilities and equipment throughout the agency.

The opportunities that may afford SCSU in regard to achieving the mission and strategic goals include (1) expanding the technology focus to assist counties across the state to utilize our programs, (2) assist academic areas in developing new and innovative programs/activities, (3) help to develop an international programming focus at South Carolina State University, (4) expand the professional development training for Research and Extension Staff, (5) emphasize the land grant tradition of public service, (6) strengthen program development, (7) provide an opportunity to strengthen and develop more collaborations and partnerships across the state with various entities, and (8) rebuild the Geographic Information Management System (GIS) within 1890 to enhance 1890 Research and Extension Staff training to better serve areas with specific concerns and needs. Having an opportunity to fulfill our goals and objectives for the 1890 Programs would increase our visibility across the state and enhance our collaboration/partnership efforts.

Some of the major achievements of 1890 Research and Extension include the organization of small farm groups to support vegetable production and marketing and livestock production management to provide marketing outlets which address the decline of small farms. Farmers are trained in the areas of Integrated Pest Management (IPM), and other sustainable practices which include soil fertility, crop rotation, and select commodities and mixes. Small farm groups participated in farm leadership training and risk management education training, and were deeply involved in program implementation and delivery. The IPM project includes the Marlboro Cluster (Dillon, Florence, Marion, and Marlboro Counties) and Hampton Cluster (Allendale, Beaufort, Colleton, Hampton and Jasper Counties). As a result of the IPM training, farmers in the clusters have established a farmers market as an outlet for the products they produce.

Nutrition education programs were delivered to limited resource families and individuals by the Family and Consumer Sciences Division. Programs were directed toward improving the overall health of families. Workshops and training sessions were provided to improve the quality of life for limited resource persons.

Youth development programs increased with the support of volunteers and Save the Children sponsorships. Over 2000 youth were involved in leadership and personal development activities in Williamsburg and Marlboro County Clusters.

The 1890 Research and Extension Rural Entrepreneurial Program Initiative is dedicated to increasing economic development in rural areas. By giving people a thorough and complete understanding of entrepreneurship; the agents help to create solutions to economic problems that plague clients in their communities. To highlight some of the successes the Rural Business Program has received, a daycare center secured financing and expanded plans to acquire a new building. Three additional employees were hired. There was also an expansion of an alternation shop. The proprietor was able to expand her alternation business to include a new line of rental wedding gowns as well as purchase additional equipment. She employed two additional employees and her business increased by twenty-five percent.

There were approximately thirteen on-going Evans-Allen Research Projects during the 2002-2003 fiscal year. As a result of an Economic Evaluation Research Project on Sustainable Small-Scale Aquaculture/Vegetable Farms in South Carolina, an aquaponic demonstration site is being established to help limited resource and small farmers who are interested in aquaponic farming, problem-solve and learn how to start the enterprise as an alternative source of income diversification.

The project entitled "Germination Philosophy of Vegetable Crop Seeds as Affected by Air Pollutants" has provided training for eight undergraduate biology majors on the precautions that need to be taken to eliminate the harmful affects of pollutants on highly consumed vegetable crops. The loss of seedlings is directly related to the economic loss of healthy seeds and results in poor yields.

Another project "Economic Evaluation of Training in Integrated Pest Management (IPM) for Small Farmers" had a total of 42 limited-resource small farmers who learned to use IPM as a pest control strategy. The training efforts involved a high degree of collaboration among research and extension personnel. An IPM manual is being developed for the Extension agents to work with small limited-resource farmers. The project covered the following counties: Jasper, Colleton and Hampton.

The project, "Chemical Standardization and Preparation of Bio-substances from Echinacea Plants and Cell Culture" focuses on small farmers who will be able to grow Echinacea as an alternative crop and sell them to companies that manufacture medicinal herbal preparations. Farmers will, hopefully, be able to raise many herbal plants that will be useful for consumption at home and exportable to other nations. Label information for herbal products like Echinacea can eventually be used as prescription drugs with none or fewer side effects and perhaps be less habit forming to users.

The accountability report may be used to improve the organizational performance by allowing the leadership to pinpoint the agencies strengths and weaknesses in service delivery. Programs and activities may be developed or enhanced to assist limited resource individuals within the targeted program county cluster areas served by the 1890 Research and Extension Program. The accountability report is an instrument used for ensuring checks and balances in relationship to the work that is being performed within the agency.

II. BUSINESS OVERVIEW

The 1890 Research and Extension Program continued its restructuring process during the 2002-2003 Fiscal Year. The Acting Executive Director became the permanent Executive Director. Staff members continue to be reassigned and placed within areas of their expertise. There were four acting division heads which include Assistant Administrator of Research and Technology Support, Assistant Administrator for Community Education and Public Service Activities, Assistant Administrator for Fiscal Affairs and Community Economic Development, and Director of Accountability and Plan of Work. In July, the four acting division heads became permanent unclassified employees.

A Director of Family Life Programs was hired to coordinate programs and activities of the Family and Consumers Sciences Division within 1890 Extension. However, the recently hired Director tendered her resignation, which was effective August 29, 2003. Two Family and Consumer Sciences Program Assistants were employed to work with Families First: Nutrition Education and Wellness Systems (FFNEWS). Within the county clusters, two program assistants were hired in the 1890 Extension Orangeburg and Hampton offices. The total 1890 Research and Extension Staff consists of seventy-five (75) employees.

South Carolina State University's 1890 Research and Cooperative Extension Service organizations are based in Orangeburg, South Carolina. South Carolina State has a presence in sixteen counties. In regard to operation location, the administrative staff, researchers, and several field staff are located on the campus of South Carolina State University in the R. L. Hurst 1890 Research and Extension Complex. County staff is located in various sites throughout the state. There are three counties with offices (Orangeburg, Marlboro and Hampton). The three county offices each serve a cluster area. The Orangeburg Cluster consists of Bamberg, Calhoun, Dorchester, and Orangeburg Counties. The Marlboro Cluster serves Dillon, Florence, Marion and Marlboro Counties. The Hampton Cluster includes Allendale, Beaufort, Colleton, Hampton and Jasper Counties. Furthermore, South Carolina State's 1890 Cooperative Extension Program shares office space with Clemson in three counties (Anderson, Greenwood, and Williamsburg Counties). There is only one agricultural agent in Anderson and Greenwood Counties each. Williamsburg County has the presence of one youth agent. The other cluster areas are housed with a full-time staff. There is no research office located off the premises of the South Carolina State University's campus.

Accountability Report Appropriations/Expenditures Chart Example

The chart form is available at www.state.sc.us/osb. Use the chart for Section II Business Overview Item 3 in the accountability report.

Base Budget Expenditures and Appropriations

| | 01-02 Actual Expenditures | | 02-03 Actual Expenditures | | 03-04 Appropriations Act | |
|-------------------------------|---------------------------|--------------------|---------------------------|--------------------|--------------------------|--------------------|
| Major Budget Categories | Total Funds | General Funds | Total Funds | General Funds | Total Funds | General Funds |
| Personal Service | \$2,361,480 | \$576,559 | \$2,393,403 | \$413,945 | \$1,992,950 | \$682,493 |
| Other Operating | \$843,580 | \$541,104 | \$1,032,378 | \$618,852 | \$2,051,181 | \$724,168 |
| Special Items | \$ | \$ | \$ | \$ | \$ | \$ |
| Permanent Improvements | \$ | \$ | \$ | \$ | \$ | \$ |
| Case Services | \$ | \$ | \$ | \$ | \$ | \$ |
| Distributions to Subdivisions | \$ | \$ | \$ | \$ | \$ | \$ |
| Fringe Benefits | \$535,774 | \$149,090 | \$550,483 | \$95,207 | \$507,110 | \$129,851 |
| Non-recurring | \$ | \$ | \$ | \$ | \$ | \$ |
| Total | \$3,740,834 | \$1,266,753 | \$3,976,264 | \$1,128,004 | \$4,551,241 | \$1,536,512 |

Other Expenditures

| Sources of Funds | 01-02 Actual Expenditures | 02-03 Actual Expenditures |
|-----------------------|---------------------------|---------------------------|
| Supplemental Bills | \$ | \$ |
| Capital Reserve Funds | \$ | \$ |
| Bonds | \$ | \$ |

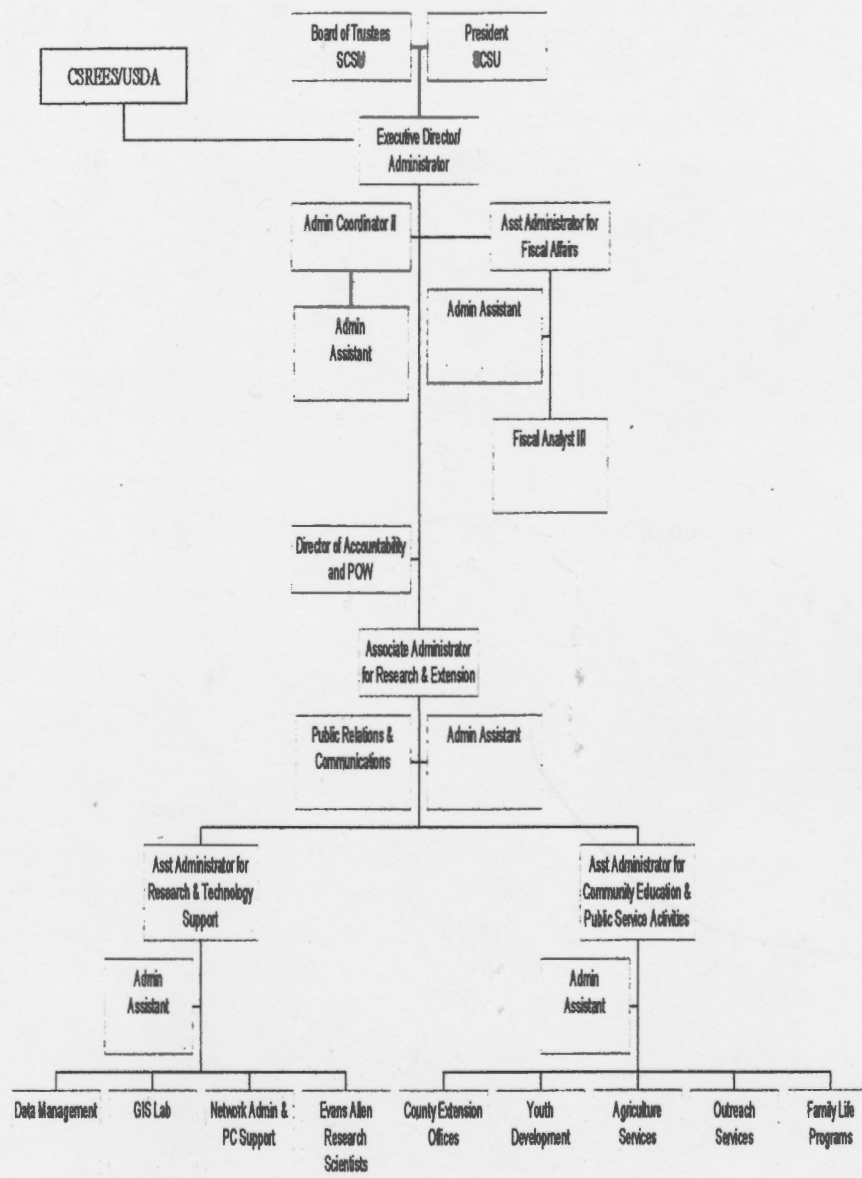
Interim Budget Reductions

| Total 01-02 Interim Budget Reduction | Total 02-03 Interim Budget Reduction |
|--------------------------------------|--------------------------------------|
| \$ | \$153,134 |

The key customers linked to key products/services are limited resource persons and their families that are not traditionally served through outreach services. With emphasis on the underserved, customers are provided access to programs and services in a fair and equitable manner. The 1890 Research and Extension Program extend services to children, youth and adults. Students, senior citizens, and especially farmers utilize the programs offered by the organization.

Besides the limited resource clientele, other key stakeholders/suppliers include churches, local businesses, educational institutions, private industries and non-profit organizations.

1890 Research & Extension Program Organizational Chart



III. ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA

Category 1 – Leadership

During the fiscal year 2002-2003, the 1890 Research and Extension Program began to reassess its programs and focus on its mission. The Executive Director has excellent grant writing skills. He is knowledgeable of the local, state and federal guidelines that may affect 1890 Research and Extension. He views the organization as a business. According to the Executive Director, 1890 Research and Extension is in the S. H. I. P. (Shaping Harnessing Innate Potential) business. It is our business to help shape an harness innate potential of the people we serve.

The Acting Executive Director became the Executive Director for 1890 Research and Extension, March 1, 2003. With new administrative leadership, a restructuring process was implemented. Staff members continued to be reassigned and placed within areas of their expertise. Presently, there are four division heads which include Assistant Administrator of Research and Technology Support, Assistant Administrator for Fiscal Affairs, Assistant Administrator for Community Education and Public Service Activities and Director of Accountability and Plan Work.

The administration gave full support to the delivery of services, encouraged partnerships and collaborations with public and private entities, as well as enhanced existing programs. The Executive Director has instructed his administrators to review and revise their staff's job descriptions and assess their employees in regard to job duties and responsibilities and performance. The organizational structure has changed from previous years. Each employee has been informed and instructed to keep the attributes (vision, integrity, structure, and accountability) of the organization in mind when dealing with targeted audiences and in working together as a team. The Executive Director encourages the staff to be creative, innovative and assertive.

Staff development is high on the priority list of the Executive Director. The staff participated in workshops, seminars, etc. to keep them abreast of the most recent programs, activities, and research funding as well as technology. Staff trainings were encouraged. The staff is urged to participate in trainings that are beneficial to their personal as well as professional development. In regards to ethical behavior, policy manuals are available for staff persons to review at anytime. Copies of any policy changes are disseminated to the employees and are available via the web address SCSU.EDU. The 1890 Research and Extension Program is guided by federal and state mandates, in addition to the university policy.

In order to focus on customers, senior leaders have established and promoted a process whereby information is collected through stakeholder input. Section 102 (c) of the Agricultural Research, Extension and Education Reform Act of 1998 (AREERA) requires that land grant institutions gather and provide information related to stakeholders. The Act specifies the following: (1) actions be taken to seek stakeholder input that encourages their participation and (2) a statement of process be used by

institutions to identify individuals and groups who are stakeholders to collect input from them.

South Carolina State University's 1890 Research and Extension Program seeks stakeholder input from 1) the community at-large, 2) County Advisory Committee Members, 3) Research and Extension administrators, 4) Extension Agents, and 5) 1890 Research and Cooperative Extension staff. The 1890 Program also obtains valuable information through collaborative efforts and partnerships that assist in the delivery of services.

The key performance measures, regularly reviewed by the senior leaders, are surveys, questionnaires, evaluations, and sign-in sheets. Log sheets are also used to collect accurate data on program participation and to make future contact. The senior leaders use the organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization to develop new programs and enhance the old ones. Also, management is able to determine their personal and organizational strengths and weaknesses. With the feedback, changes may be made in regard to restructuring or shifting positions and/or responsibilities.

The organization addresses the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks by reviewing the qualitative and quantitative data collected from various program sources. The output and outcome indicators as indicated in the plan of work provide valuable information regarding the services and programs. An internal assessment of county agents and administrative staff is conducted to improve program delivery skills.

The senior leadership sets and communicates key organizational priorities for improvement by keeping the staff informed of various additions and/or changes. Meetings are held with department heads and they, in turn, meet and discuss key organizational priorities with the division staff. Correspondences are often sent to personnel informing them of various issues/concerns.

The senior leadership and agency actively supports and strengthens community participation by involving the community in the 1890 activities/programs. Persons from the community act as volunteers and liaisons for the organization. On occasion, community meetings are held with residents in the targeted areas. Areas of emphasis are identified and determined by County Agents, as well as by the senior leadership.

Category 2 – Strategic Planning

The strategic development process includes the entire staff in the 1890 Research and Extension Program. A strategic plan of work was implemented and integrated into the institution's individual functions of research, extension and higher education. A planning process was incorporated with a team concept, stakeholder involvements and representation. Cooperation in the planning process extended to both the county and

cluster levels, and with a focus toward resource capacity planning in critical areas of need.

Using information gathered through program experts and stakeholder input, programs and research projects were selected to meet the goals, trends, issues and program needs of the clientele. The strategic plan focused on each program area, and delineated some of the strategic issue areas and critical problem areas under each program.

To develop and track action plans that address the key strategic objectives are followed closely. The staff and administration are provided access to all of the resources they need to fulfill their job responsibilities. If resources are not available on the campus of South Carolina State University, contacts are made to seek and find whatever is needed in order to accomplish end results.

The strategic objectives, action plans and performance measures are communicated to the staff. All staff members are aware of the Plan of Work and what is expected of them in relationship to completing the various performance goals.

During fiscal year 2002-03, new computers and improved software were provided to Research and Extension Offices to allow for technology enhancements to increase and improve program delivery throughout the county cluster areas served by the 1890 Program. The home office staff received new computers and software.

Emphasis is being placed on rebuilding the Geographic Information Management System within 1890 to enhance extension agents' training to better understand service area problems and needs, and strengthen program development specifically geared to the specific needs of clientele and limited resource communities within the service county areas.

Efforts are on-going within 1890 to link the University's technology capabilities beyond the campus to extension service offices throughout the county cluster system we serve throughout the State. This would allow for greater service opportunities and bring clientele and communities more in-tune with the total land grant mission of the University. Linking 1890 Technology to program delivery activities with church-based and community-based partners is already a reality in our total Research and Extension Programming.

A Mobile Computer Technology Van is being designed to allow for outreach technology education services to communities locked out of access to technology. The goal is to work with rural communities and their schools to increase access; thereby expanding our outreach capabilities. We expect receipt of this mobile van October or November 2003.

The 1890 Research Program has a Peer Review process composed of four subcommittees which represent the four research program areas. Committee members are selected to review proposals prior to submission for funding. In the 1890 Extension

Program, there is a Merit Review process whereby program curriculums, projects, planned activities and materials are submitted to a panel for review and approval.

The 1890 Extension Agriculture Program conducted an external assessment for its livestock project during the Project Leaders meeting in October 2002. The assessment was done through a survey of participant farmers. The information was used to strengthen existing programs/activities and develop new ones.

Category 3 – Customer Focus

Efforts were concentrated on developing on-going assessment tools such as reporting stakeholder and clientele feedback through weekly reporting on activities conducted in workshops and forums within cluster areas served. Successful efforts were made to work with Clemson University in developing one state holder Advisory Council for 1890 and 1862 schools. Joint meetings were held with the 1862 Council to move toward one Advisory Council. The merger of 1890 and 1862 Advisory Councils has created greater synergy in moving toward a stakeholder input process that, in the wake of declining program dollar support, is allowing for better programmatic collaboration in program delivery and project development between Clemson and South Carolina State.

The State Extension Advisory Council is made up of 34 members, two from each cluster and six (6) at-large members. Membership is for three years. As a member of the state council, the role and function is much broader than the service on a local committee. Members are kept fully informed on Extension programs through regular meetings and written materials submitted by the 1890 and 1862 Directors.

Members chosen for inclusion on the overall Council are not only leaders and innovators in their field, but community leaders as well. They are individuals deeply involved in their community and respected by their peers and by the community at-large.

Nomination for Council membership comes from local committees, from the advisory board itself and from at-large nominations. A request for at-large nominations will be sent to the system by October of each year. The Cooperative Extension Service Directors will issue an invitation to serve. Officers of the Council will include a Chairman, Vice Chairman, and Secretary. Standing committees include: executive, program, budget and finance, and recognition. The Executive Committee shall consist of all officers and committee chairs. The Council elects the officers and the chairman appoints the committee chairs. Council Chairman serves as chair of the Executive Committee.

The Council Chairman appoints a Nominating Committee for report prior to the last regularly scheduled meeting each year. Officers are elected by majority membership present at voting. Terms of council membership, officers and committee appointments are by calendar year.

The agencies listening and learning methods are kept current with changing customer/business needs by constantly keeping in touch with the program participants.

The Council has an open door policy whereby customers will feel welcome to stop by the offices or approach individuals as they travel throughout the communities to voice their concerns. Customers have to feel that the people they are working with are approachable. On occasion, forums or group meetings are held to discuss issues. Staff members also attend various town/county meetings.

The information received from customers/stakeholders is used to improve the quality of services/programs rendered in the communities. New services/programs are also developed from the data that is received from the constituents. Customers/stakeholders satisfaction is measured by the number of persons that adopt or participate in the programs as well as the increase in program participation. Positive relationships with customers and stakeholders are built over time by being truthful and honest with them, as well as being accessible when needed. When we are able to assist customers/stakeholders in accomplishing something they have attempted to do, it benefits them as well as our organization. Although different customer groups do not approach situations in the same manner, the issues are usually the same.

1890 Research and Extension Programs were made available to the communities by outlining what services the agency offers and how working together on differences may be made within the state. On occasion, 1890 Program brochures, pamphlets, etc. were disseminated to the participants. Other means used to increase the visibility of 1890 Research and Extension were conducted through fliers, media (radio programs), and distribution of T-shirts, rulers and pencils.

Throughout the 1890 Program, participants increased their knowledge through storytelling, discipline, healthy snacks and various learning styles. Several health fairs were conducted to introduce 1890 Research and Extension Program. In regard to Research, the principal investigators are committed to following the objectives in their research studies. Data collection is outgoing for many projects.

South Carolina State University's 1890 Research and Extension Rural Entrepreneurial Program Initiative is dedicated to increasing economic development in rural areas. Give people a thorough and complete understanding of entrepreneurship; agents help to create solutions to economic problems that plague clients in their communities. Furthermore, they establish support mechanisms for change, whether those support mechanisms are new businesses that create jobs or social programs that provide a service to those in need. Through entrepreneurial, economic and technological education and support, South Carolina State University strives to help rural communities raise their standard of living using the principles of continuous improvement and collective action. Business support services are provided to business owners and operators with the technical assistance and training to operate their businesses more efficiently and effectively. The Business Consulting Services provide businesses with technical advice related to particular critical areas of their businesses. Business owners and managers receive assistance in business planning, marketing, customer service, human resources, operations, accounting and bookkeeping, finances, international trade, and other areas. Prospective entrepreneurs are provided with an operational roadmap for creating a new business entrepreneurship

course and small business management and operation training experiences are provided to community youths to encourage the possibility of them developing into future entrepreneurs. The ultimate goal is to promote and expand the rural business services program within the targeted communities and enhance strategies for community economic development.

Category 4- Information and Analysis

South Carolina State University (SCSU) and Clemson University annually receive federal assistance from CSREES/USDA for programs and activities to respond to the demands and diverse opportunities of stakeholders through a plan of work delivery system, that evolves around five national goals. The plan of work illustrates programs' impact to stakeholders and the effectiveness of program management. The South Carolina Plan of Work covers the period of fiscal years October 1, 1999 through September 30, 2004. This Plan of Work involves the continual cooperation between South Carolina State University and Clemson University, as both institutions continue to strengthen the collaboration in meeting the national goals within the research, education, and economic mission areas of the U.S. Department of Agriculture. This plan of work is an integrated plan within the functional areas of research, extension and higher education.

Through collaborative efforts, South Carolina State University's 1890 Evans-Allen Research and Cooperative Extension Program and Clemson University began addressing the requirements of the AREERA Act of 1998 by developing and conducting a planning process using the following three basic principles:

- 1) Partnership is essential to the delivery of effective programming.
- 2) Proper planning and program delivery requires information sharing, evaluation, and analysis of outcomes and results.
- 3) Stakeholder involvement is the key to program development, priority setting and effective programming.

The 1890 Research Program has a Peer Review System in place to assess all proposals that are submitted for funding. The Peer Review Committee at South Carolina State University is composed of four subcommittee representatives of the four research problem areas to which the 1890 Evans-Allen Research Program is committed. A five-member panel makeup each subcommittee with the Assistant Administrator for Research holding the position of chairperson for each subcommittee. The subcommittees, with the assistance of other peer professionals, evaluate project proposals, which are developed for funding consideration departmentally from academic areas of the university.

Upon receipt of a project proposal to the Assistant Administrator for Research, the project proposal is submitted to the appropriate Peer Review Subcommittee for review. After the subcommittee reviews the merits of a Project proposal, its findings are submitted back to the Assistant Administrator for Research who, then, communicates with the proposal writer at the Department levels to assess the findings of the review, and prepare for further action.

If the subcommittee recommends approval of a proposal, the Assistant Administrator for Research will then submit the project proposal to the 1890 Research Director for further review through the State Experiment Station. After the State Experiment Station Review, the 1890 Research Director then reviews the proposal status for preparation and submission to Cooperative State Research, Education and Extension Service (CSREES), USDA for final review and official approval. If approved by CSREES, USDA, then authorization is given to the 1890 Research Director to fund the proposal, if Evans-Allen funds are available at the station level to do so.

In regard to the 1890 Extension Program process, South Carolina State University and Clemson University are in the process of combining to form one Merit Review System. The Merit Review Panel membership will consist of 12 members as follows:

- One program coordinator
- Two county agents
- One professor from the School of Education or the School of Business
- One instructor/professor from the Department of Family and Consumer Sciences
- Two person representing agencies or organizations who work with limited resource customers
- Three persons from county advisory councils
- Two persons involved in 1890 Research

The Associate Administrator of the Cooperative Extension Program serves as the committee chair. Members have staggered two to four year terms with one fourth being rotated off and replaced each year. The panel's responsibility is to conduct reviews for the duration of the five year Plan of Work. They meet once per quarter to review programs and projects and determine if curriculums are appropriate to provide the desired educational experiences. The group's focus is on changes in social, economic or environmental conditions, or the development of/or modifying a curriculum in order to obtain the desired outcome as prescribed in the Plan of Work. Such a panel has the support of the 1890 Research and Cooperative Extension Administrator and the University Administration to provide service as a requirement of the AREERA Act of 1998.

Category 5 - Human Resources

The 1890 Research and Extension Division encourages and motivates its employees to develop and utilize their full potential through staff development and training. The administrators are encouraged to review their staff's position descriptions. The Executive Director is committed to addressing salary equity in hopes of boosting morale and rewarding employees for their job performance. The work environment was changed by purchasing new furniture for all of the home office staff as well as one county office (Bowman Office). The new furniture elevated the spirit of the staff and also our

customers. The furniture gave a new look to the work area. The customers have a different view of the people from whom they are seeking services.

The Staff was asked to submit their resumes and identify areas in which they are proficient. From working with various employees through the years, the Administrator(s) are aware of certain employee strengths and weaknesses. On occasion, employees will request training or improvement in areas that they feel they are weakest. Within the past year, employees have participated in conferences, workshops, courses, etc. that would allow them the opportunity to increase their knowledge/skill base. The University constantly offers staff development and training programs. The Staff Development Liaison solicits input from staff as to the kind of workshop/training the employee may need that is not necessarily represented in the series of trainings offered by Staff Development.

The employee performance management system (EPMS) supports high performance by allowing the supervisors to give an employee an "exceed performance" rating on the annual performance appraisal. By receiving an "exceed" rating, the supervisor has to provide written justification as to what made the employee's job performance outstanding/exceptional. It is the policy of South Carolina State University to evaluate all of its employees annually, prior to their anniversary date.

The EPMS evaluation consists of two stages (planning stage and evaluation stage). In the planning stage, the supervisor and employee discuss the job functions, objectives and performance characteristics from which the employee will be evaluated. The evaluation stage is completed prior to the review date. The form is to be completed by the employee's supervisor and the next higher supervisor, called the reviewer, before the appraisal is discussed with the employee.

The formal and/or informal assessment methods and measures used to determine employee well being, satisfaction and motivation may be determined by the attendance rate, overtime, job performance, volunteering for assignments and the years of experience staying with the agency. The low or high volume of complaints, if any, which may be brought against the organization, is also an indicator of an employee's job satisfaction. Wage increase is always a motivating factor for employees to perform their job duties. The time employees report to work is another factor in relationship to their job satisfaction.

The Office of 1890 Research and Extension maintains a safe and healthy work environment by reporting any maintenance issues to facilities management. Employees do not hesitate to report any condition they deem a hazard to employee's safety and well being. Also, if concerns arise that the Administration is not sure of, contact may be made with the Health and Safety Liaison for the University. An employee from Facilities Management makes daily visits to the 1890 Research and Extension Complex. The facilities are smoke-free within the buildings and smoking containers are placed outside in various areas for the smokers. A fire alarm system is throughout the Complex and fire extinguishers are located in the buildings.

The 1890 Research and Extension Program is very committed and involved in the communities we serve and surrounding areas. Outreach is a major focus of our Program. Within the past year, our Outreach Services have expanded into churches and community centers, which helped to improve our overall visibility of programs and services to the clientele we serve.

Category 6 – Process Management

The South Carolina State University 1890 Research and Extension Program is the organization in South Carolina for unique educational programs and problem-solving techniques designed to assist diverse rural and urban limited resource audiences.

The 1890 Program is a leader in South Carolina for providing educational and outreach opportunities to urban and rural limited-resource communities by helping them to achieve social and economic success, and to facilitate and enhance their ability to improve the quality of life with the most economically competitive and environmentally sound food and agricultural systems.

The 1890 Research and Extension Program implements educational programs which address critical issues and needs through:

- Current state of the art technologies for program delivery
- A diverse, proficient and visionary staff
- An accessible information system
- Sufficient human and financial resources to support program implementation
- An effective combined Research and Extension unit which proactively addresses critical issues of limited resource audiences.

The organization is guided by federal mandates, state rules and regulations and university policy. In addition, the program planning process is implemented at the community level to ensure participation of customers/stakeholders in the decision-making process. The organization has embraced the challenges and opportunities through focused community programming on high priority issues facing the targeted audiences (limited resource families) as their needs continue to grow in complexity. Through both internal and external assessments, farmers, families, youth and staff have participated in the overall program implementation directions.

The 1890 Research and Extension Program continue to rely on the following beliefs and values:

- Ensures that services, programs and resources are provided without bias or discrimination.
- Provides useful, research-based educational programs that respond to the changing needs of partners and clients.
- Utilizes clientele advisory committees to set program priorities, allocate resources, and evaluate program outcomes.

marketing, decision making, risk and enterprise management over the years. One hundred eighteen (118) heifers and 18 bulls have been placed on limited resource farms to date. Ninety-two (92) farmers are enrolled in this initiative and 73 were active participants. Fifty eight (58) families have been assisted through the animal Pass-on-Project, sixty two (62) heifers and three (3) bulls have been passed on to these families. The racial composition of the 1890 Extension Beef Cattle Improvement Project participant farmers is as follow 81% African-American, (18%) Caucasian-American, (1%) Native-American. During the 2001 – 2002 fiscal years, a total of 281 farm visits were made by county agents to provide training, workshops and farm tours, and follow up activities. Thirty monthly meetings, four quarterly meetings and four farm tours were conducted to assist the project participants in various counties. The BCIP is one of our oldest projects. Participants can compete on the beef cattle market. The top 10 percent of those participants currently receive premium prize for their product. The most important accomplishment is that participants have increased their knowledge in quality production (breed selection to improve their blood line) and as a result they have increased their farm income by 40 to 50 percent.

A research cooperative agreement funded with Evans-Allen Research Funds looked at the impact of NAFTA on South Carolina, Georgia and North Carolina farmers in the Southeast Region. According to 1997 Census data on exports, South Carolina exported \$.685 billion dollars worth of commodities to Mexico in 1996, with food products accounting for 65.5% of sales. Preliminary results based upon farm surveys across the southeast region suggest that farm size may be a factor affecting competitive efficiency under NAFTA. The state of South Carolina was divided into three distinct geographical areas: The Piedmont, Northern Coastal Plains and Southern Coastal Plains. To build the model, farms were divided into regions by size of small, medium and large. The size was based on planted acreage of the four major South Carolina crops: cotton, soybeans, wheat and corn. This data also indicated that medium and large farms may benefit the most from NAFTA. The results for the average representative small farm model clearly suggest that the average small farms are negatively affected by free trade. This project suggests that small farmers need to look at cooperative development to increase their ability to competitively take advantage of free trade initiatives. Preliminary results suggest that the average large and medium size farmer of wheat, soybeans, corn, and cotton in South Carolina are expected to benefit from international trade agreements. However, the findings reveal that the average small size farmers of the same crops are adversely affected by the agreements, even under the most optimistic economic scenario.

The key measure of employee satisfaction, involvement and development is illustrated when employees come to work joyful and enthusiastic about doing the work. They become engrossed in their work and time is not a factor. The employee does not worry about the rewards of the assignment, but does it anyway. When the employee is able to implement or express the learned development skills, their job performance levels increase.

In regards to performance levels and trends for the key measures of supplier/

contractor/partner performance, we have to continue to increase and expand our opportunities. Through greater collaboration and partnership with Clemson University, we believe that together we can minimize the effect on statewide programming through development of a shared resource plan, specifically for Extension.

The CYFAR partnership is one excellent example of collaboration with Clemson University's Cooperative Extension Program. Collaboration with SAVE the Children in our Williamsburg Cluster (Clarendon, Florence, Sumter and Williamsburg Counties) is another excellent example of our partnerships. As a result, we serve, in that Cluster, more than a 1,000 youth. Since 2002, approximately \$100,000 has been provided through a subcontract agreement. Another \$50,000 is projected for the 2003 - 2004 fiscal year through a CYFAR subcontract arrangement with Clemson University's Cooperative Extension Program.

The Rural Business and Economic Development program seeks to facilitate the necessary improvement in the lives of rural South Carolinians that fosters economic sustainability of individuals as well as communities. The program consists of a series of related activities that build business and education experiences. Combined, the two experiences offer readily available and effective techniques for use in everyday problem-solving in rural businesses. During the 2002-2003 fiscal year, approximately \$100,000 was awarded to the program. Another proposal is for 2003-2004 has been awarded in the amount of \$125,000.

With the University of South Carolina, a partnership agreement has established several projects in public health with 1890 addressing health disparities, nutrition, diet, and obesity issues that total approximately \$43,321.00. One project has resulted in an 1890 Research and Faculty member within the Department of Applied and Professional Sciences being offered a one year post-doctorate fellowship in research on diet, health and nutrition.

The partnership with the Medical University of South Carolina (MUSC) on the National Institutes of Health (NIH) project (Project Export) has resulted in the development of a clinical research unit at the Campus Health Center involving faculty and students from South Carolina State University (SCSU) and the Medical University of South Carolina. This project has several collaborative areas: Administrative, Shared Resources, Community Outreach, and Education. The 1890 Extension Outreach Specialists are being trained to expand health education targeting communities most impacted within a twelve county service area scope for high risk for diseases like hypertension, diabetes, prostate cancer, etc. which are commonly known as the metabolic syndrome. The overall Project Export is a 5.9 million dollar partnership. South Carolina State University will receive 2.2 million dollars to support outreach for Research and Extension over a five year period.

Another partnership with the Medical University involves working with elderly African-American men and women regarding issues such as participation in clinical trials and exploring the trust factor between African-Americans and the medical profession.

This project focuses on community involvement and seeks to link HBCU's in South Carolina for involvement in health issues impacting African Americans. This has resulted in a \$56,200 subcontract agreement.

A similar project with the University of South Carolina's School of Public Health addresses the issue of public health impacting communities around Historically Black Colleges and Universities (HBCU). This project involves a \$1.5 million Kellogg funded effort and is a subcontract agreement with the six HBCU's in South Carolina. It is becoming increasingly clear that health is a major niche area of development within the 1890 programming focus of research and extension.

In conclusion, outreach services to communities will continue to be at the forefront of 1890 Research and Extension. The Plan of Work will be utilized as the tool to make sure 1890 Research and Extension is in compliance with all rules, regulations and reporting systems. Staff will be encouraged to continue to seek professional training in their areas of expertise. We will continue to seek to find better facility housing for county staff. We will continue to pursue external funding to supplement programmatic areas. Develop a marketing strategy for the family life unit; Establish mentoring/internships/ volunteerism programs for students; Continue to sustain and develop collaborations/partnerships internally and externally, especially with SCSU's faculty and 1890 Researchers; Provide an operational budget for each county cluster and administrative division; Open a residential youth summer camp at Camp Daniels, if renovated; Establish an 1890 Research and Extension livestock holding site at Camp Daniels; and Utilize or add para-professional support staff in the counties and take away programming responsibilities from county directors.